

**RFP – Support for PMO, QAO, CO For DSS, IS**  
**Questions and Responses to OIT #ra07-178**  
**February 9, 2007**

Question	Response
<p>1. RFP Section: Part I. Administrative Information, 1.1 Background, Page 5, “The purpose of this request is to procure two (2) additional contract resources with proven project, quality management and communication capabilities to work directly with the managers of the offices to support continued solution development and operations of each office.”</p> <ul style="list-style-type: none"> <li>Is this RFP being issued to replace the two contract resources currently supporting the offices whose contract is expiring or for two additional contract resources in addition to the two contract resources already supporting the offices making a four contractor support team?</li> <li>Is there an incumbent vendor currently providing these services to the DSS IS Division, and if so how long has the incumbent been providing services?</li> </ul>	<p>Yes. This RFP is being issued to replace the two contract resources whose contract is expiring. The RFP has been amended. Please see Amendment #1.</p> <p>Yes, the incumbent vendor has been providing this service for approximately 5 years.</p>
<p>2. RFP Section: Part I. Administrative Information, 1.7.1 Two-Part Submission, Page 10, “The State Requests that ten (10) copies of the proposal be submitted to the RFP Coordinator at the address specified. At least one copy of the proposal shall contain Original signatures; that copy should be clearly marked or differentiated from the other copies of the proposal required to be provided by a notation in the lower left corner of the cover (of each volume) with the words “Signed Original”. One soft copy on CD is also desired.”</p>	

<ul style="list-style-type: none"> <li>• Does the State require a signed “Cost Proposal” volume as well or only a signed “Technical Proposal” volume? If a “Cost Proposal” volume is required, what document should be utilized to provide signature?</li> <li>• Does the State require 10 copies of the Cost Proposal Volume and 10 copies of the Technical Proposal Volume or is 10 copies of the Technical Proposal Volume and One Copy of the Cost Proposal Volume sufficient to meet the requirements of the RFP submission process?</li> <li>• Does the State desire 1 copy of the Technical Proposal and 1 copy of the Cost Proposal on separate individual CDs, or is the State only requiring a copy of the Technical Proposal on CD? If both the Cost and Technical Proposal are desired can they be submitted on one CD?</li> </ul>	<p>The State requires one (1) signed original Technical proposal and one (1) signed original Cost proposal. A Cover Letter outlining what is being submitted should accompany the Attachment B – Cost Summary Document. Please see Amendment #1 to the RFP.</p> <p>The State requires ten (10) copies of the Technical Proposal and ten (10) copies of the Cost Proposal. Please see Amendment #1 to the RFP.</p> <p>The State desires one (1) CD which will contain the Technical Proposal and one (1) CD which will contain the Cost Proposal. Please see Amendment #1 to the RFP.</p>
<p>3. RFP Section: Part I. Administrative Information, Section 1.7.1 Two-Part Submission, C. Executive Summary, Page 12. “The proposer should state How they would meet the DSS needs across the state in all locations (i.e. does the proposer have staff in other locations or how will they dispatch them). The plan should describe how they will work with existing state staff responsible for systems support and how they will provide knowledge transfer system changes.”</p> <ul style="list-style-type: none"> <li>• Will PMO, QAO, and CO staff be required to work in additional locations across the state other than the Iberville Building or other state offices in Baton Rouge?</li> </ul>	<p>No. Please see Amendment #1 to the RFP.</p>

<ul style="list-style-type: none"> <li>• Could the State clarify what type of support staff information is required to meet this plan?</li> <li>• Could the State clarify what is needed in the area of knowledge transfer system changes in association with the RFP and what type of system support is needed, if any?</li> </ul>	<p>The RFP has been amended. Please see Amendment #1.</p> <p>The RFP has been amended. Please see Amendment #1.</p>
<p>4. RFP Section: Part I. Administrative Information, Section 1.7.1 Two-Part Submission, D. Corporate Background, Experience, and Qualifications, Page 13. "It is desirable for the proposer and any subcontractors proposed to be used to be Louisiana or USA companies and to have offices located in the state. The proposer should provide location information on Attachment D."</p> <ul style="list-style-type: none"> <li>• Will preference be given to Louisiana Companies or USA companies that have offices in the State? Will additional points be awarded to these companies or will companies without offices in Louisiana be penalized?</li> </ul>	<p>As stated, it is desirable for the proposer and any subcontractors to be Louisiana or USA companies that have offices located within the State, but DSS will not award additional points to these companies nor will DSS penalize companies that do not fall into this category.</p>
<p>5. RFP Section: Part I. Administrative Information, Section 1.7.1 Two-Part Submission, E. Proposed Project Staff and Experience, Page 13. "A minimum of three references for each resume (name, title, company name, address, and telephone number) should be provided for cited projects in the individual resumes."</p> <ul style="list-style-type: none"> <li>• Will three total references for the proposed staff member be considered sufficient to meet this requirement or</li> </ul>	<p>DSS requires a total of three references for each proposed staff member.</p>

<p>must a reference be provided for each project cited on the proposed staff resume (as turnover in agencies may make this not possible as some projects identified may be from times significantly in the past)?</p>	
<p>6. RFP Section: Part I. Administrative Information, Section 1.7.1 Two-Part Submission, I. Other: Any other information deemed pertinent by the proposer, including terms and conditions which the Proposer wishes the State to consider.</p> <ul style="list-style-type: none"> <li>• Can the State clarify the types of information that should be included in the other section?</li> <li>• Should this section be utilized to contain submission of contract terms and conditions the proposer wishes to include or should these terms and conditions be provided in the Executive Summary Section?</li> </ul>	<p>As stated in the RFP, any additional terms and conditions that the proposer wishes to include, project risks (if applicable).</p> <p>The submission of additional contract terms and conditions that the proposer wishes to include should be addressed in both sections - Executive Summary and Other.</p>
<p>7. RFP Section: Part I. Administrative Information, Section 1.7.1 Two-Part Submission, "The Technical Proposal shall include: Other information, and Part I. Administrative Information, Section 1.7.1 Two-Part Submission page 14, this page does not define the information requested in the Administrative Information Section.</p> <ul style="list-style-type: none"> <li>• Can the State define what information should be contained in the Administrative Information Section?</li> </ul>	<p>This requirement has been removed. Please see Amendment #1 to the RFP.</p>

<p>8. RFP Section: Part III. Evaluation, 3.1 Cost Proposal, Page 25, “Cost Proposals will be evaluated separately. The cost evaluation will be based upon the average of the hourly rate(s) submitted by the Proposer on the Cost Summary, Attachment B. Proposer’s cost must be inclusive of all fees and charges, including travel. The Agency will evaluate and score the Proposer’s maximum cost for performing the work specified. The following formula will be used to assign the points for cost: Cost points = (lowest total cost/specific proposer’s total cost) X total cost points.”</p> <ul style="list-style-type: none"> <li>Will the total cost specified in the formula be the average hourly rate? If so, how will the state account for total hours and total cost being proposed, for example, what level of hours will be utilized in total costs 4160 (two resources, for forty hours a week, 52 weeks a year, as contractors may vary in the number of hours that staff could be provided)?</li> </ul>	<p>The Average Hourly Rate will <b>only</b> be used in the Cost Evaluation Process. The fixed hourly rates per classification provided on Attachment B Cost Summary will be the rate paid for services provided.</p>
<p>9. RFP Section: Part III. Evaluation, 3.2 Technical Proposal, IS Vision and Understanding, Page 25, “IS Vision and Understanding – 15 Points - Proposals should demonstrate an awareness of and commitment to the business goals and technical objectives of the DSS, Division of Information Services.”</p> <ul style="list-style-type: none"> <li>Is the proposer allowed to add an additional separate section to the Table of Contents to cover, “IS Vision and Understanding” if not, what section should “IS Vision and Understanding” be addressed?</li> </ul>	<p>The Technical proposal has five (5) sections, with IS Vision and Understanding as one of those sections. It should be addressed in the same area that the other sections are addressed.</p>

<p>10. What type of support did PMO provide to the QAO to develop the major releases?</p>	<p>The PMO provided additional industry best practice input and guidance, provided additional review of the developed processes and templates, provided technical expertise, and provided project management oversight to assist the QAO.</p>
<p>11. Were these major releases process documentation? If not, what were they? Is there a revision process? What version is currently in place?</p>	<p>Yes, the QAO's focus for major releases was on the documentation of processes, workflows, responsibility matrixes, and work product template development for the Applications System Development Life Cycle (SDLC). At this time, the QAO has not completed the rollout of all the major releases. The major releases of the SDLC that still require rollout are: Business Modeling Phase, Maintenance and Support Phase, and Planning and Tracking Phase. There is a revision process for the major releases already rolled out and currently utilized. At this time, the version of the manual that is currently in place is System Development Life Cycle Manual – Applications Systems Version 9.0 December 8, 2006. Additional key pieces of the major releases was the development of user guides for tools to support the major releases of the SDLC.</p>
<p>12. Who is the DSS Manager of the PMO?</p>	<p>Harold Dupuy</p>
<p>13. Is only one (1) copy of the cost proposal needed? Does a soft copy need to be on the CD with the technical proposal?</p>	<p>The State requires <b>ten (10)</b> copies of the Cost Proposal.</p> <p>The State desires one (1) CD which will contain the Technical Proposal and one (1) CD which will contain the Cost Proposal.</p>

<p>14. What standards are currently in place for DSS application development? What method is DSS currently using to verify compliance with application development standards?</p>	<p>The QAO's focus for major releases was on the documentation of processes, workflows, responsibility matrixes, and work product template development for the Applications System Development Life Cycle (SDLC). Due to the above focus, the standards for these processes have not been defined thoroughly at this time. The SDLC major releases implemented at this time include the Analysis and Design Phase, Development and Unit Test Phase, System Test Phase, User Acceptance Test Phase, and Implementation Phase of the SDLC.</p> <p>The QAO's contract resource conducts a semi-annual Success Criteria assessment of levels of compliance with our SDLC processes, workflows, and work products. Mature requests that have evolved from customer inception through to implementation comprise the universe. If the universe count is manageable, the entire universe is reviewed, otherwise a sample is generated utilizing a random sample generator. A Semi-Annual Success Criteria Compliance Plan is developed from the assessment findings and reported to IS Senior Management.</p>
<p>15. What specific development environments does DSS use?</p>	<p>The QAO currently utilizes various environment protocols including mainframe applications, web applications, and client/server applications.</p>
<p>16. How many project managers will be supported by the PMO?</p>	<p>The tool, processes and procedures are in place to support all designated project managers. There are no numbers in place to limit support to a certain number of project managers. In the past there have been as few as ten (10) and as many as eighteen (19) active projects going on at one time.</p>
<p>17. Does DSS have a preference regarding font, font size, margins, etc. for proposals?</p>	<p>No</p>

<p>18. <b>Page 5</b> – <i>Currently the CO has been supported by the PMO Manager and the PMO contract resource...</i> - Who is the “contract resource” currently in place? How long has this resource been there? What is the role of this resource at this time? How will this change when the new contract is awarded (from this proposal)?</p>	<p>The contractor resource currently in place is Anthony Napolitano. He is the onsite project manager for the contractor and is responsible for the oversight of all aspects of the contract. His main focus is the PMO and CO.</p> <p>Of the two resources that will result from this RFP, we see one of them providing input to the CO, in addition to their area of expertise, whether it is the PMO or the QAO.</p>
<p>19. <b>Page 5</b> – <i>This includes staff to maintain and enhance the current PMO, QAO and CO methodologies, processes,...</i> - Is this staff referring to the state staff or contractor staff?</p>	<p>This statement refers to contractor staff.</p>
<p>20. <b>Page 10, 1.7.1 Two-Part Submission</b> – <i>NOTE: All pages of each proposal volume should be consecutively numbered from beginning to end.</i> – Does this mean that Volume 2 will begin with Page 1?</p>	<p>Yes</p>
<p>21. <b>Page 11</b> – <i>The Cost Proposal shall be submitted on Attachment B.</i> – and page 14 – <i>Proposer’s costs shall be submitted on the <b>Cost Summary, Attachment B.</b></i> Does this mean that the Cost Proposal consists of a single page? Does the attachment found on page 37 of the RFP need to be photocopied and completed by hand?</p>	<p>The Cost Proposal should be a Microsoft Word document and accompanied by a cover letter outlining what is being submitted.</p>
<p>22. <b>Page 14</b> – Does the Cost Proposal need to be in a three-ring binder?</p>	<p>No</p>



<p>23. <b>Page 26, Section 4.2 Performance Measurement</b> – What will be measured to evaluate contractor performance? What is (are) the standard(s)/expectation(s) for the measured area(s)?</p>	<p>The timely receipt of mandatory deliverables outlined in Part V - Section 2.0 and additional deliverables required in Section 5.0. The RFP has been amended. Please see Amendment #1.</p> <p>Additionally, early in the contract the QAO and PMO, with input from the contract resource from that area, will develop success criteria for their respective areas.</p>
<p>24. <b>Page 32</b> – Can you describe the build-out effort for the IBM Rational RequisitePro?</p>	<p>Rational RequisitePro is a software tool utilized by DSS to assist in requirements management. This tool is a client-server based application. The application enables the identification of requirements within URDs and TDDs, and subsequently development of the corresponding Requirement Traceability Matrices (RTMs) views. File folder structures are utilized to allow storage of the work products, User Requirement Documents, Technical Design Documents, and Requirements Traceability Matrix views.</p> <p>Since the Rational RequisitePro software tool is a requirements management tool, it is designed around the User Requirement Documents (URDs) and Technical Design Documents (TDDs) of the SDLC's Analysis and Design Phase and allows for cross referencing of business requirements to functional requirements to technical requirements. The design of the customized tool is a collaborative effort, but the development and maintenance of the software is by a unit within DSS's Information Services.</p>
<p>25. <b>Page 33</b> – Please describe your build-out effort for Rational ClearQuest?</p>	<p>Rational ClearQuest is a software tool utilized by DSS to assist in the tracking of key dates, approvals, and milestones related to applications development efforts, as well as the ability to prioritize those work efforts. The tool was customized by DSS to allow tracking throughout the System Development Life Cycle (SDLC). This tool is a client-server based application. It is desirable that this tool always be in sync with the current Applications SDLC Manual to insure the tracking of all appropriate dates, approvals, and milestones. File folder structures are utilized to allow storage</p>

	<p>of additional documents or attachments for a related work effort that constitute further system documentation beyond that stored in Rational RequisitePro.</p> <p>The first implementation of the Rational ClearQuest tool was in October 2004. A more recent rollout was completed in January 2007. This recent effort involved a gap analysis to bring the customized Rational ClearQuest tool into alignment with our current SDLC, and therefore with all of the QAO's previous SDLC major releases. The design of the customized tool is a collaborative effort, but the development and maintenance of the software is by a unit within DSS's Information Services.</p>
<p>26. <b>Page 34, 4.0 Contractor Staff Requirements</b> – The RFP requests two (2) contractor resources 40 hours a week, on-site. Does this mean that only two (2) people may work on this project? Or, for example, could four (4) qualified people split the time, as long as two (2) contractor resources are present at all times?</p>	<p>The State requires two (2) Contract Resources for the duration of the contract.</p>
<p>27. The RFP states that the resources must work 40 hours on site in Baton Rouge on page 34. The RFP states on page 12, <i>The proposer should state how they would meet the DSS needs across the state in all locations, ...</i> - Will travel be involved? If so, to what extent and to what locations?</p>	<p>Travel is not a requirement of this contract. Please see Amendment #1 to the RFP.</p>

<p>28. The stated goal of this work is "to increase the success rate of project and application development activities" (pg 5)</p> <ul style="list-style-type: none"> <li>• How does DSS currently measure a project's success? What is DSS's current success rate?</li> <li>• What are DSS's success rate goals?</li> <li>• Does DSS want chosen vendor to help create a strategy and plan for achieving their objectives; which includes increasing their success rate?</li> </ul>	<p>Currently there are no concrete measurements for project success. The PMO provides each PM with tools, processes and procedures that enable them to successfully manage projects. We do have a mechanism to measure PM usage of the tools we provide to them.</p> <p>As stated in the previous answer there are no established rates.</p> <p>No</p>
<p>29. Page 6, 1.3: The two statements - "Increased quality and Reduced customer cost through the utilization of standardized methodologies, processes and tools" and "Improved customer service and employee satisfaction through the utilization of a defined communication process allowing all groups to remain informed of pertinent information", contain some ambiguous terms ("Increased quality" and "Improved customer service").</p> <ul style="list-style-type: none"> <li>• Have the definitions of those measurements been defined or will they need to be defined?</li> </ul>	<p>No definitions have been presently established. However, without established definitions, it is not difficult to determine areas where increased quality or improved customer service have been positively or negatively affected.</p>
<p>30. Page 12, 1.7.1.D: Is it sufficient to supply a link to the financial documents as a URL? If a link is not desirable, can the financial statements be supplied as separate attachments to the response?</p>	<p>Yes, financial statements can be supplied as separate attachments to the response.</p>

<p>31. From the work defined in the Scope of Work and Deliverables (pg 34), it seems that contract staffing of 2 may be inadequate based on the sub-tasks defined.</p> <ul style="list-style-type: none"> <li>• Is DSS willing to entertain the need for additional resources?</li> <li>a. How many PMs does the PMO currently support? Does the PMO also support BSAs and application/technical leads that execute projects?</li> <li>b. How many projects are currently being managed within DSS? What was/is the highest number of projects running at one time?</li> </ul>	<p>Not at this time.</p> <p>16 PMs are supported by the current PMO. Yes, we support any staff member that is designated as a project manager.</p> <p>Currently, the PMO is tracking 19 projects, which is currently the largest number supported at one time.</p>
<p>32. Page 37, Attachment B -- Cost Summary: Since rates are to be fully burdened, what percentage of time do you anticipate assigned resources will need to travel (for each position)? (We assume that travel is defined as working away from defined on-site work location.) What are the anticipated travel destinations?</p>	<p>Travel is not a requirement of this contract. Please see Amendment #1 to the RFP.</p>
<p>33. Page 43, 3.9 Electronically Formatted Information: What Desktop applications and file formats does the State use?</p>	<p>The QAO utilizes various desktop applications including Microsoft Office Word 2003, Microsoft Office Excel 2003, Microsoft Office Visio 2003, Microsoft Office PowerPoint 2003, Microsoft Office Project 2003, IBM Rational ClearQuest, IBM Rational RequisitePro, Adobe Reader 7.0, and Novell GroupWise for e-mail.</p>

<p>34.RFP Section 1.7.1C – on page 12 (expectations for executive summary contents) and cost proposal expectation descriptions appear to indicate that there may be a need to support efforts in other areas around the state.</p> <ul style="list-style-type: none"> <li>At what locations within the State do you anticipate support may be required and for what purposes?</li> </ul>	<p>Travel is not a requirement of this contract. Please see Amendment #1 to the RFP.</p>
<p>35.RFP – Section 1.9 (first paragraph), Proposer Inquiries, specifies in the first paragraph that Questions must be “signed by an authorized agent of the State”.</p> <ul style="list-style-type: none"> <li>Did you intend “signed by an authorized agent of the proposer”?</li> </ul>	<p>Yes, Please see Amendment #1 to the RFP.</p>
<p>36.The RFP makes reference to a couple of tools for DSS Software Development Lifecycle tools.</p> <ul style="list-style-type: none"> <li>Are there any other individual tools that DSS Information Services currently embraces within the development lifecycle?</li> </ul>	<p>Please reference responses to Question #24 and Question #25. The Rational RequisitePro tool and the Rational ClearQuest tool are the two (2) key software tools utilized to support the DSS SDLC at this time.</p> <p>Additionally, several DSS in-house tools were developed, with contract support assistance, to also be utilized as tools for SDLC development: <i>SDLC At-A-Glance</i>, <i>Instructional Guide for Capturing Layouts</i>, <i>Technical Functionality Checklist</i>, and a soon to be published <i>Instructional Guide for Hiding Text in Microsoft Word</i>.</p>

<p>37. Contract Terms that “are required and not negotiable” (identified by the list of paragraph names in Section 1.17) are developed in two areas within the RFP – (1) In the main body of the RFP document, and (2) In Attachment E, Sample Contract. However, the development of materials in the two areas of the RFP are different and overlapping to some degree, and some appear to conflict. An example of a simple conflict is:</p> <ul style="list-style-type: none"> <li>• Attachment E, Section 12.0, Records Retention, states that records should be retained for at least three years after final payment.</li> <li>• Section 1.27, Records Retention, states that records should be retained for at least five years after final payment</li> <li>• Are the differences intended? How should proposers reconcile the differences between the RFP and the sample contract?</li> </ul>	<p>The RFP has been amended to change the requirement to 3 years. Please see Amendment #1 to the RFP.</p>
<p>38. What are the roles and hourly rates currently being charged by any current consultants providing support for this continuing, broadening DSS IS initiative?</p>	<p>One (1) Project Manager - \$120.00 per hour One (1) Analyst - \$96.00 per hour</p>
<p>39. Attachment A, Section 2.A, Subsection A.3: Is the “PMO Project Management Utilization and Compliance Methodology” available for review?</p>	<p>Yes, to review this document or receive a copy, please submit a request to Duane Fontenot, IT Director at <a href="mailto:dfontenot@dss.state.la.us">dfontenot@dss.state.la.us</a>. Per Louisiana Administrative Code (LAC 4:1:301), there is a fee of 25 cents per page.</p>

<p>40. Attachment A, Section 2.A, Subsection A.4: Are the “IS Project Communication Guide” and the “IS Communication Guide” available for review?</p>	<p>Yes, to review this document or receive a copy, please submit a request to Duane Fontenot, IT Director at <a href="mailto:dfontenot@dss.state.la.us">dfontenot@dss.state.la.us</a>. Per Louisiana Administrative Code (LAC 4:l:301), there is a fee of 25 cents per page.</p>
<p>41. Attachment A, Section 2.A, Subsection A.2: Is the current “QAO Transition Document” available for view?</p>	<p>Yes, to review this document or receive a copy, please submit a request to Duane Fontenot, IT Director at <a href="mailto:dfontenot@dss.state.la.us">dfontenot@dss.state.la.us</a>. Per Louisiana Administrative Code (LAC 4:l:301), there is a fee of 25 cents per page.</p>